

June 1, 1956

MEMORANDUM FOR: Assistant Director, Central Reference  
Central Reference Career Service Board

FROM: Deputy Director, Intelligence

SUBJECT: Recommendations of the Inspector General with  
regard to the Career Service in OCR.

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1. Kindly prepare for me a staff study of the career service situation in OCR, with particular reference to the statements and recommendations on this subject which have been made by the Inspector General. Your staff study should contain its own recommendations as to any changes in the existing set-up which you consider desirable.

2. The recommendations of the Inspector General have been set forth as follows, (pages 13-14 of his report):

"It is recommended that:

"a. The Central Reference Career Service be discontinued and all personnel formerly in such service be assigned Intelligence Production or Support Career Service designations in accordance with their respective backgrounds and qualifications.

"b. The Assistant Director for Central Reference be designated a member of the Intelligence Production Career Service Board and that a subordinate Panel for Central Reference be established within his Office.

"c. The Assistant Director for Central Reference prepare and maintain on a continuing basis a roster of personnel within his Office considered qualified for assignment to other offices in the Agency.

"d. The DD/I, as Chairman of the Intelligence Production Career Service Board, utilize the OCR roster of personnel considered qualified for assignment to other offices in the Agency as a first basis for recruiting personnel for other DD/I offices and that he not approve the entrance on duty of professional personnel to those offices until an orderly and systematic determination has been made that no individual on the OCR roster qualifies in a realistic sense to fill the vacancy for which recruitment or EOD is proposed.

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"e. The DD/I, as Chairman of the Intelligence Production Career Service Board, direct that a study be made and, based thereon, issue a Notice establishing certain segments of OCR as training and recruiting areas for other offices in the DD/I area.

"f. The Assistant Director for Central Reference confer with the DD/S and establish a procedure for integrating OCR personnel with Support career designations into systematic consideration by the Support Career Service Board and its various panels.

3. The comments on OCR which have led the Inspector General to make the above recommendations are set forth as follows on pages 85-90 of his report:

"Career Service

"a. [REDACTED] 'The CIA Career Council and the Career Services,' establishes a separate career service for all personnel in the Office of Collection and Dissemination. Under the recent change in the office designation, this Career Service should now presumably be entitled 'Central Reference.' The Assistant Director is designated Head of the Career Service. He relies upon a Career Service Board, chaired by the Deputy Assistant Director and composed of the Executive Officer and all Division Chiefs, to establish basic Career Service policies, to recommend on promotions through GS-12 and in general to provide him with advice and assistance in all matters related to the Office Career Service. The Board meets once a month or more frequently as the press of business may require. Agenda are prepared by the Operations Staff with major assistance from the Administrative Staff. Within the limits of its own Career Service, there is every indication that the Board functions efficiently. Training opportunities for career personnel are actively supported; career policies are freely debated and specific recommendations developed; position vacancies are circulated widely through the Office and all qualified personnel are carefully considered on an office-wide basis in filling such vacancies; promotion is fair and equitable among the various components of the Office; and there is every reason to believe merit is properly rewarded insofar as possible within the low office grade structure. Promotions above GS-12, being few in number, are handled directly by the Assistant Director and his principal advisors.

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"b. Notwithstanding the relative efficiency of the Central Reference Career Service Board, serious morale problems directly related to career planning now face the Office and promise to increase in severity unless decisive corrective measures are taken. Numerous discussions and interviews with personnel in all echelons establish clearly that provision for increased opportunities for capable individuals to advance in intelligence as a career both financially and in the challenge of their work is the number one problem facing the Office at this time. In recent years, OCR, through sound planning and determined efforts, has recruited many highly intelligent, capable, and ambitious young college graduates to staff the analytical positions in the Industrial Register, [REDACTED] the Graphics Register, the Special Register, and many segments of the Library. Generally, these individuals are recruited as GS-5's or GS-7's. After several years of hard work mastering the principles of intelligence and learning the functions of the Registers and the Library, these capable employees become inescapably aware of the serious limitations upon their future careers in the Agency. OCR has a very low grade structure compared to other offices in the Agency recruiting college graduates. As a consequence, it is a fortunate individual indeed who can see his way clear to a GS-11 position. Most analytical personnel in OCR are firmly blocked as GS-9's or lower. Still more serious, however, is the boredom and lack of challenge which develops in time as a result of the essentially routine nature of most work in OCR. After several years maintaining dossiers in the Registers and associating with analysts from other areas, the capable and ambitious individuals in OCR quite naturally desire the opportunity to move on to the more challenging and higher paid research positions in ORR, OCI, and OSI as well as into DD/P.

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"c. The failure of the Agency to provide for capable individuals to follow this logical rotation pattern in a planned and orderly manner is the single most damaging factor to the present morale of OCR professional personnel. Admittedly, the OCR Career Service Board is not in a position to solve a problem which is essentially Agency-wide in scope. Nevertheless, it has been remiss in not pressing more aggressively for broader consideration of the problem. Attendance by a senior OCR official, usually the Deputy Assistant Director, at

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meetings of the DD/I Career Service Board and working group has been of little value in solving the problem especially since the DD/I Career Service Board has had little success in developing effective career planning within its own area. As a consequence of this inaction, many individuals devote a disproportionate percentage of their time and effort in seeking better opportunities elsewhere within the Agency. The recent personnel ceiling has eliminated many past opportunities for self-placement rendering the problem even more acute.

"d. Requests for release to seek positions elsewhere in the Agency average six per month and indicate, in part, the magnitude of the problem. Some personnel have been successful in finding positions elsewhere within the Agency. Others have been misled into positions for which they are poorly qualified, and still others have resigned in frustration. This situation exists in spite of the efforts of the Administrative Staff to place capable and qualified personnel in positions of greater opportunity both within OCR and in other offices of the Agency. Although 37 of the 72 individuals requesting releases in the past year were finally transferred, the morale problem remains unchanged because such transfers were actually effected on an ad hoc basis rather than as part of some system of orderly career planning. The problem lies primarily in the hearts and minds of personnel in OCR who understand full well that their future is dependent at the present time upon ad hoc solutions.

"e. The problem can only be solved by the establishment and widespread acceptance of a planned and well ordered career system in which OCR personnel can place full confidence. Arguments that selected OCR personnel are not qualified for research positions in other DD/I offices are not substantiated by past performance and should not be permitted to prevent the development of orderly career planning. Admittedly, senior personnel highly qualified in various professions will always be required in the research offices. However, this requirement should in no way prevent the advancement of selected OCR personnel into the junior analytical positions in other DD/I offices. Such personnel should prove decidedly more useful to research offices than higher graded personnel recruited directly from outside the Agency. Personnel rotated from within OCR will have a proven motivation for intelligence as a career. They will be thoroughly familiar with the basic tools of intelligence research

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and they will initially occupy the lower graded positions. Similarly, the various support personnel in OCR, the machine operators and tabulators, the key punch operators, and the microfilm processors, should be given opportunities to rotate to other offices in DD/S and DD/P requiring such specialties. There are many machine operators who have been in the same machine room in OCR for six and seven years. The more competent of these individuals should be considered to fill new opportunities elsewhere in the Agency in an orderly and systematic manner, not on the present catch-as-catch-can basis. For example, as RI/FI adopts machine indexing methods, OCR personnel should be systematically considered for the better positions and given preference over personnel recruited from outside the Agency.

"f. In short, it is considered desirable that a large segment of OCR be viewed as an Agency, primarily DD/I, training and recruiting area for many categories of new employees. Contrary to what might be expected, this concept is actively supported by the overwhelming majority of key supervisors in OCR. These supervisors live with and must solve insofar as possible the daily morale problems arising from the lack of opportunity for the planned advancement of their personnel into other areas of the Agency. When it is realized that the same supervisors who stand to lose the most under such rotation are the ones most actively supporting it, the seriousness of the over-all morale problem in OCR can better be appreciated.

"g. In view of the above, it is believed that OCR's Career Service Program will never be more than a hollow shell until it can provide opportunities commensurate with the abilities of its personnel."



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